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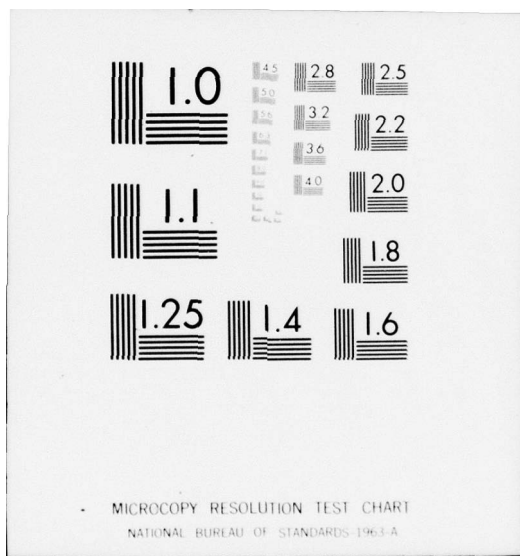
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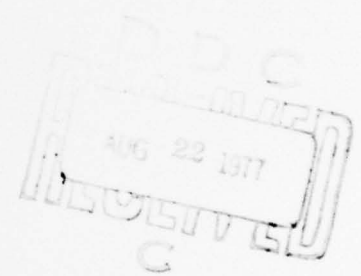
TECHNICAL REPORT NUMBER 108

A CAREER ATTITUDE SURVEY
OF OFFICERS SERVING ON TITAN AND MINUTEMAN MISSILE CREWS

by

Gerald S. Parrott

Center for Human Appraisal
Wichita State University



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ABSTRACT

The author describes here the results from the Career Attitude Survey, a new instrument to measure the relevant considerations which enter into the reenlistment decision. The instrument was administered to Missile Wing Operations Crew Officers at both McConnell and Malmstrom Air Force Bases. Crew Commanders and Deputy Commanders from the Minuteman base were quite close in their responses. The Titan crew officers were much more disparate in their responses, indicating a higher discrepancy in morale and positiveness toward the Air Force. Other studies have indicated that the Deputy Crew Commander in a Titan crew is unchallenged and feels redundant. These data seem to confirm these indications.

In general, the responses from all samples were positive, indicating a greater level of commitment than might have been expected. The results should not be generalized to other Missile men or to the Air Force as a whole. Missile Crew Officers are usually better trained and feel more needed than do their counterparts in some other non-flying phases.

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INTRODUCTION

With the recent abolition of the draft in this country, many changes have been made in order to facilitate a successful transition to an all volunteer armed force. However, even the most optimistic authorities fear that the recent innovations represent too little accomplished too late. In the Air Force, a service which has always been manned by volunteers, it is estimated that only 40% of its volunteers have been "true" volunteers, the other 60% enlisting because of the threat of conscription.¹ While this does not mean that the Air Force's strength will now be cut more than half with the termination of conscription, it does mean that one of the most potent motives for enlistment no longer exists. Several studies have already examined the career motivations of Air Force officers and, perhaps, the most obvious answer to the recruitment dilemma is to convince a significant portion of those already in the Air Force to choose the military as a career. It seems obvious that if the concept of an all-volunteer force is to be viable, the high turnover figures must be reduced to more acceptable levels. Furthermore, this turnover situation is particularly acute in the highly technical services such as the Air Force where large portions of the resources are spent training new individuals to fill slots left open by those who leave after one or two terms. Turnover problems are not unique to the military and, even though they are faced with much the same situation, civilian businessmen express concern bordering on astonishment with the 15% annual turnover among officers in the Air Force today.²

One of the task forces associated with the AFOSR-71-2001 has been concerned with human resource accounting. Although the figures are only tentative,

it appears that the cost of developing a new second lieutenant approaches \$5,000 for an OTS graduate and tops \$66,000 for one who has completed the Air Force Academy. For enlisted men the costs are approximately \$1,500 for basic training and another \$250 per week for their tech.school training. Thus, even for enlisted personnel the cost of training is \$10,000 for an airman sent to a 30 week tech school. In addition, the costs associated with up grading one's skill level for the next several years must be added. When these figures are multiplied by the 100,000 or so individuals the Air Force requires yearly to maintain its current defense posture, it is readily apparent that the Air Force spends billions of dollars on the process of turning a civilian into an airman. It is also apparent that a substantial amount of money could be saved if more trained personnel would chose to make a career of the Air Force.

METHODOLOGY

Because retention of trained personnel is a continuing problem in the Air Force, and since it is certain to become an even more pressing problem in this all-volunteer era, this seemed an appropriate time to investigate why some individuals terminate their military careers after a single tour of duty and others remain.

First, an instrument had to be developed to measure areas of satisfaction and dissatisfaction with military life and to show how these factors affect the career decision. It was decided that the individuals to be tested were in the best position to determine which topics were relevant to such a survey, and since those completing a tour of duty were assumed to be more immediately concerned with this subject, (i.e. they were faced with a career decision) interviews were arranged with those persons scheduled for official retention interviews during the Spring of 1972.

A total of 43 men--14 officers and 29 enlisted men were individually interviewed approximately one week prior to their official interview. They were asked about military life, its satisfactory and non-satisfactory aspects, and how these factors affected their career decision. From the information gained in the interviews, a Career Attitude Survey questionnaire was constructed. The questionnaire contained 49 closed-end questions and 5 open-ended questions. In addition, a few items from earlier tests were included to serve as a check on the validity of the instrument.^{3,4} The questionnaire was first administered to 60 men on a

trial basis. Several items were subsequently revised for clarity. Following the pilot testing, the final instrument was administered to 537 officers and enlisted men in the operations, Maintenance and Communications squadrons of the 381st Strategic Missile Wing at McConnell AFB, Kansas. This testing took place during July and August of 1972.

The same instrument was administered to 161 officers and enlisted men, of the 341st Strategic Missile Wing at Malmstrom AFB, Montana. This latter testing was done in August and September of 1973.

This paper will deal with an important portion of these samples, the officers whose duties are primarily "in the hole" as missile officers in the Titan (McConnell) and Minuteman (Malmstrom) missile systems. Operations personnel at Malmstrom were further split into Missile Crew Commanders (N=62) and Deputy Crew Commanders (N=57) by a predetermined numbering system. At McConnell, however, criterion was established after the tests were received to determine a subjects' role as Commander or Deputy Commander based on the following:

MISSILE CREW COMMANDER (N=63) - Those officers whose primary responsibilities consist of duty "in the hole" and who hold the rank of Captain or First Lieutenant with more than twenty months active duty. It was determined that there were no individuals with rank of Major or above serving "in the hole" at the time of the survey.

DEPUTY CREW COMMANDER (N=35) - Those officers whose primary responsibilities consist of duty "in the hole" and who hold the rank of Second Lieutenant with at least six months active duty or First Lieutenant with up to twenty months active duty.

It was found that these two systems resulted in some disparity between samples in that the mean time in service of the Crew Commanders at Malmstrom was 7.97 years as opposed to 3.82 years at McConnell. Logically enough, proportionally

more of the Crew Commanders at Malmstrom held the rank of Captain than those in the McConnell sample. These differences were, although unexpected, not judged particularly detrimental to the results of the study but, naturally, were considered in the analysis of the findings.

DISCUSSION

As expected, many similarities as well as differences were found between those individuals serving on missile crews in the two populations discussed here. Questions leading to the determination of original career intention indicated that those in the military only a short period of time, Deputy Commanders, haven't yet made a career decision, where Crew Commanders haven't yet decided or else had made that decision before enlistment. Significant differences were noted between respondents at the two bases in that 56% of those at Malmstrom were "true" volunteers while the threat of conscription played a large part in the enlistment of those tested at McConnell.

When asked what their attitude toward the Air Force was at this time, all but the Deputy Commanders at Malmstrom indicated that it was positive. In this deviant group, about half indicated positive response and half negative responses. This must be considered in light of the fact that the attitudes of all those tested indicated some decline in their positive feelings but Deputy Commanders, as a whole, indicated much more decline in those feelings than did Crew Commanders. When respondents were asked if they intended to stay past their present tour of duty, those still serving their first term indicated they were still "not sure", while those who had made a career decision intended to stick with it.

Despite previous differences between groups, a full 60 to 75 percent would choose the Air Force over all other branches with a very small percentage at Malmstrom opting for other than military service.

One of the best selling points the Air Force has among all groups are the opportunities for specialized training and/or the furtherance of one's education in this branch of the military. About half of those tested were promised specialized training as an inducement and more than half of those at McConnell have received that training at this time. Educational opportunities seem to be of paramount importance to those tested at both installations, as fully 100% of the Deputy Commanders at Malmstrom had investigated the educational benefits available in the Air Force and in the lowest group, Deputy Commanders, even 88.2% had investigated those benefits. The sample at Malmstrom felt that these opportunities for educational advancement were readily available to them by positive response to that question of 95.2% and 83.0% for Crew Commanders and Deputy Commanders respectively. Those at McConnell indicated somewhat less enthusiasm with about 65% positive responses.

The immediately preceeding findings may well be a function of the specific bases with which we are concerned in this study; just as the following obviously are.

Among enlisted men, barracks life has been a chief dissatisfier⁵ and, although most of this specific sample are married, housing is an important factor in their lives also. Approximately 90% of the McConnell sample live off base, and prefer to do so, while at Malmstrom more than half live on base but 64.5% of Commanders and 79.0% of Deputys would prefer living off base. In a different light, however, those stationed at Malmstrom expressed more satisfaction with their duty station, in general, than those stationed at McConnell.

It was found that the general quality of life in the Air Force was perceived as equal to or exceeding expectations; as were fringe

benefits when compared to those found in civilian employment. However, working conditions were unanimously listed as less acceptable than those anticipated in civilian employment. As expected, analysis of the data from the Career Attitude Survey did point out some specific irritants in military life. Of even more importance, however, is the fact that the instrument allowed the respondent to suggest changes that he believed should be implemented in order to recruit and retain quality personnel. It was generally agreed that less "Mickey Mouse", and improvements in the organization itself are among the changes which will be necessary to retain the highest caliber of personnel in the all-volunteer military. The consensus was, also that "Brown Nosing" and "Politics" are the most important factors for rapid advancement in the Air Force; and it was indicated by a great many of those tested that they were not satisfied with their present job in the Air Force. This topic is one being studied in depth by the Center for Human Appraisal at the present time.

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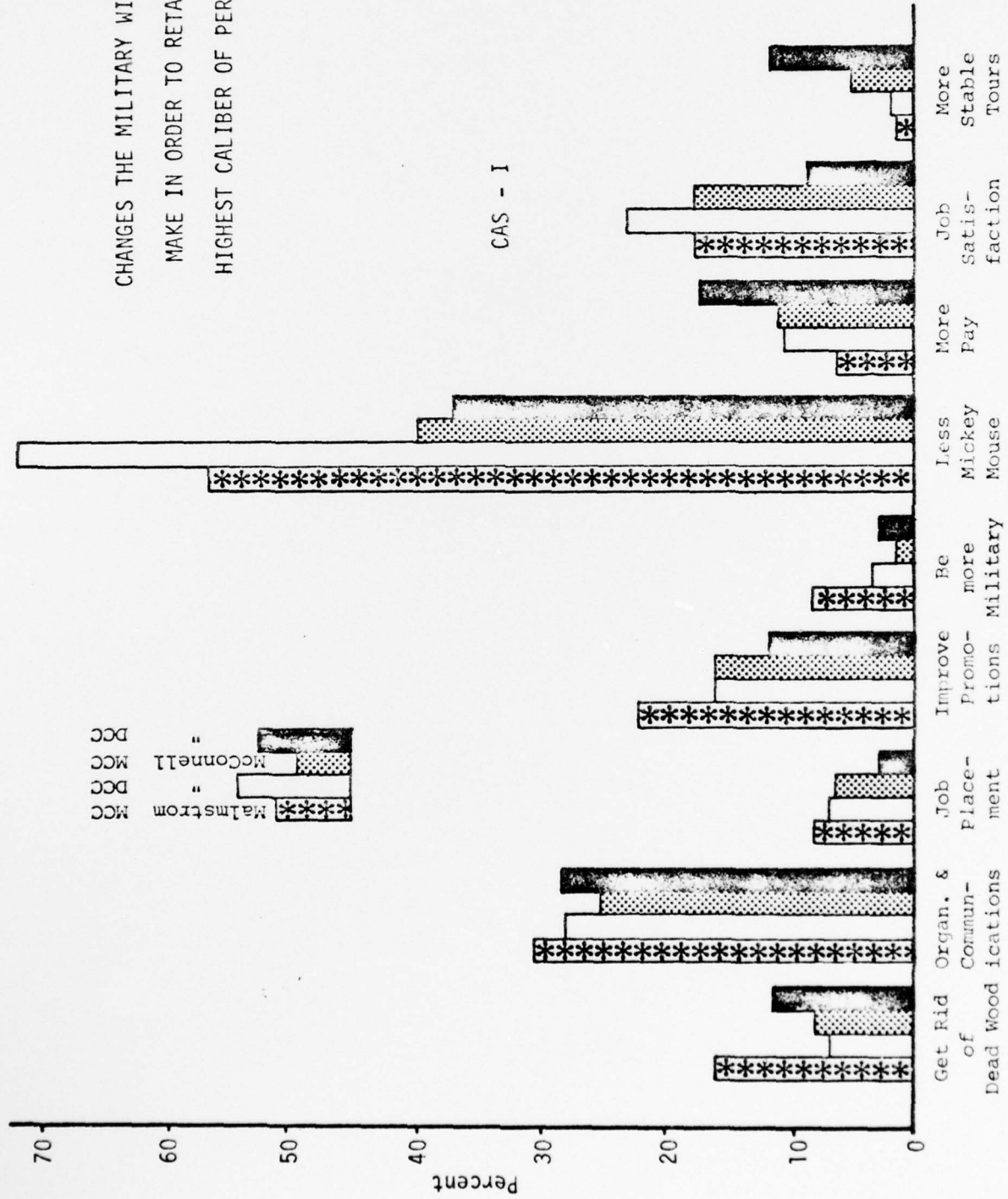
- ¹Air Force Times (September 29, 1971).
- ²Air Force Times (August 25, 1971).
- ³Faye Shenk, Changes in Career Intent During Initial Tour of Active Duty., AFHRL-TR-70-49, (Dec., 1970).
- ⁴Human Resources Research Organization, Volar IV-E (Jan., 1971).
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Malmstrom MCC
 " DCC
 McConnell MCC
 " DCC

CHANGES THE MILITARY WILL HAVE TO
 MAKE IN ORDER TO RETAIN THE
 HIGHEST CALIBER OF PERSONNEL

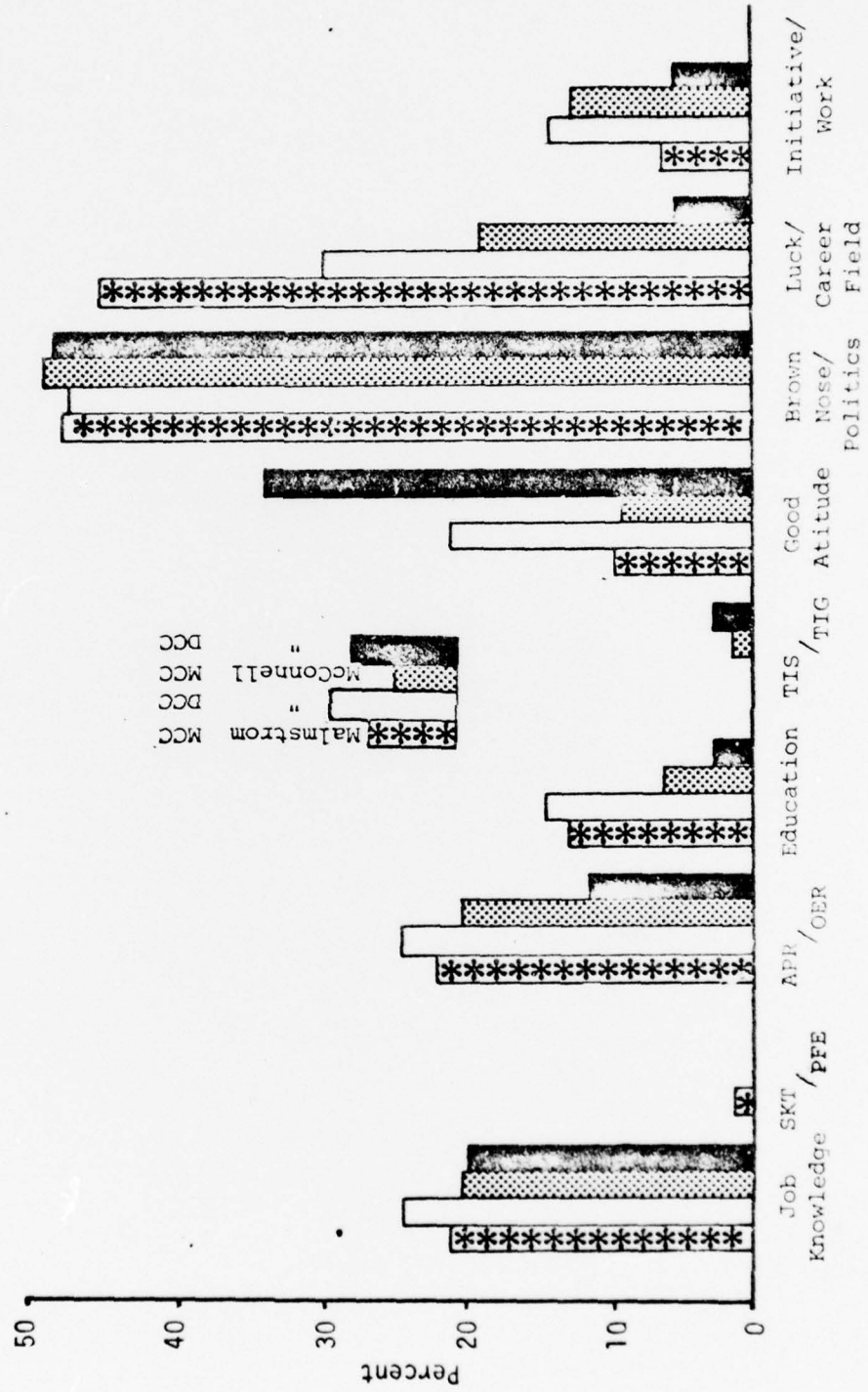
Q #52

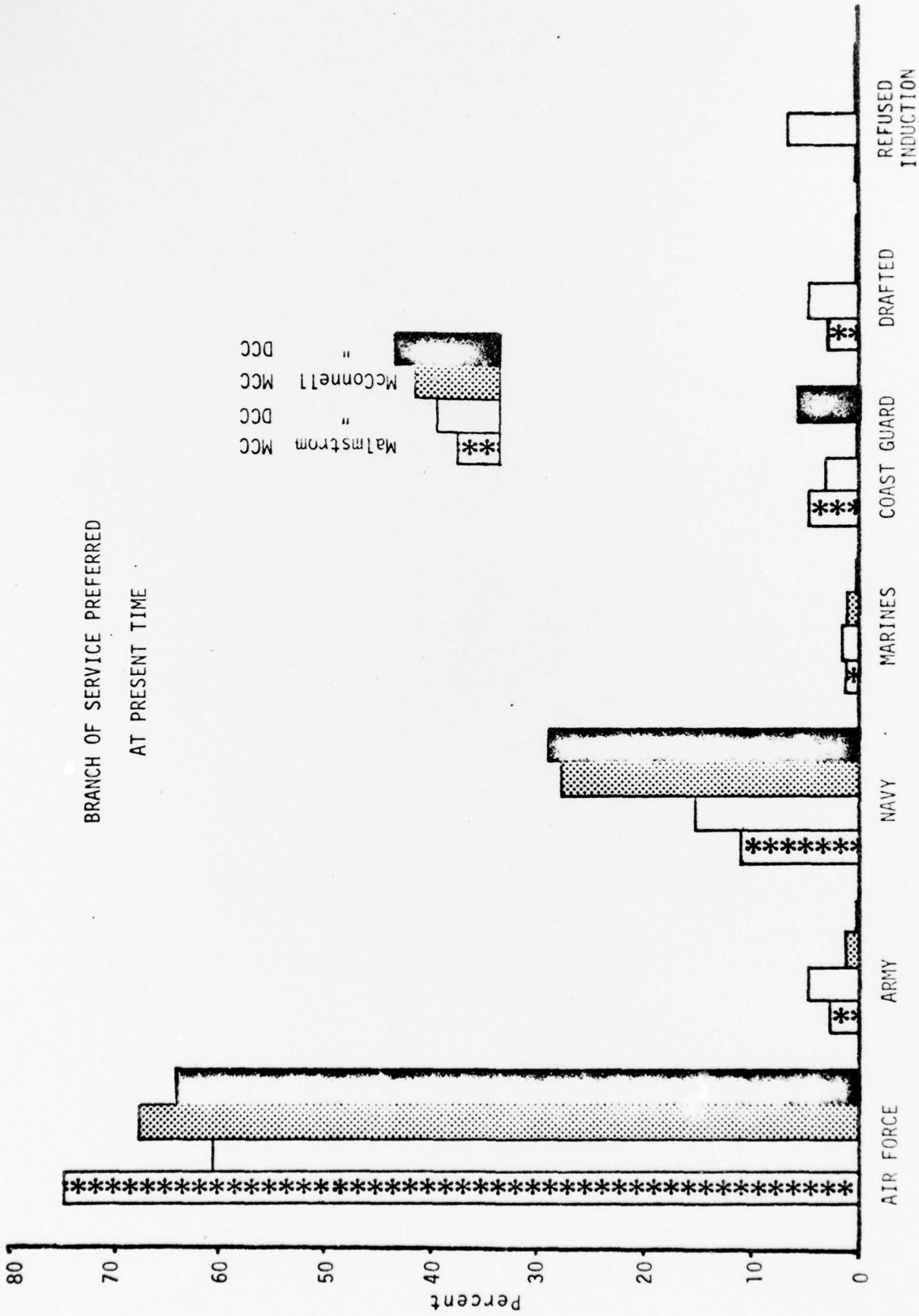
CAS - I



MOST IMPORTANT FACTORS FOR RAPID

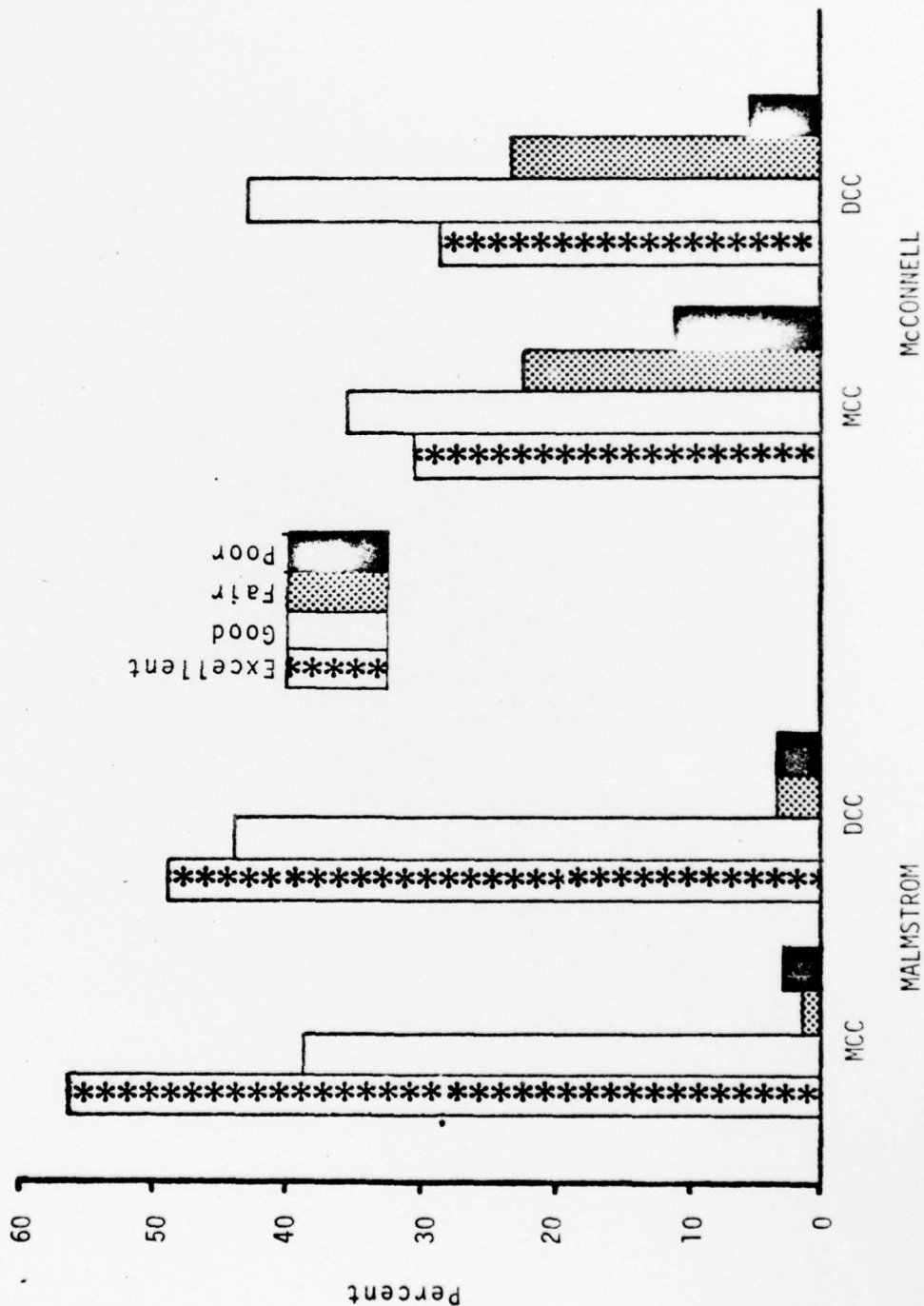
ADVANCEMENT IN THE AIR FORCE



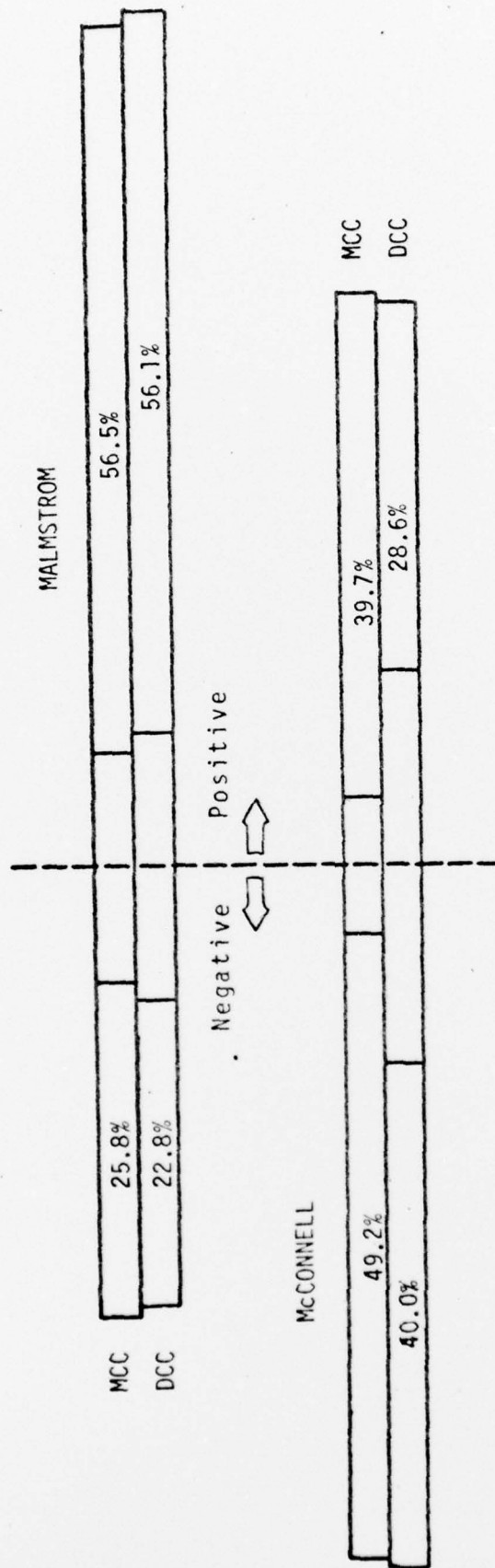


MCC Malmstrom
DCC
MCC McConnell
DCC

EDUCATIONAL OPPORTUNITIES IN THE AIR FORCE

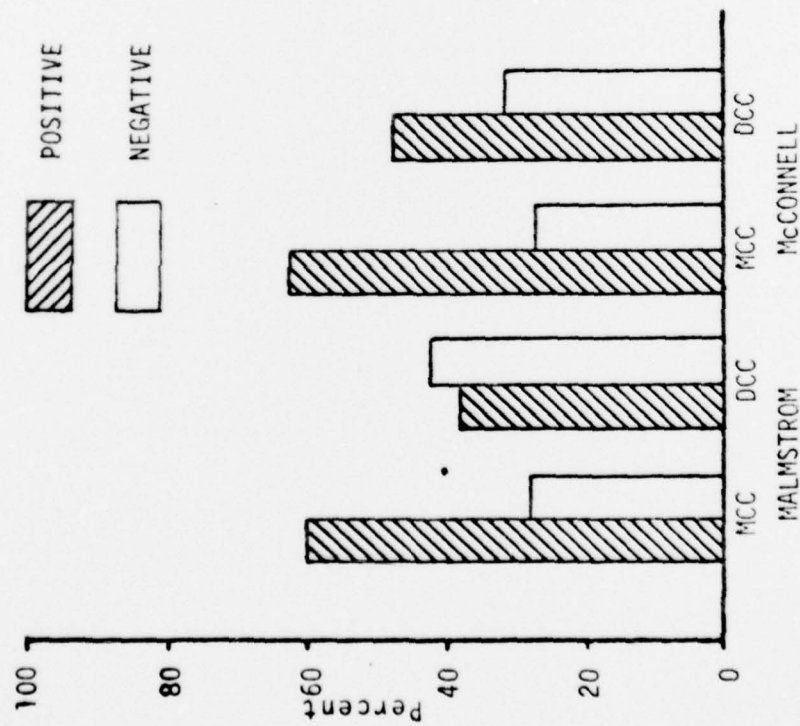


DRAFT ENDUCED ENLISTMENT



CAS - I

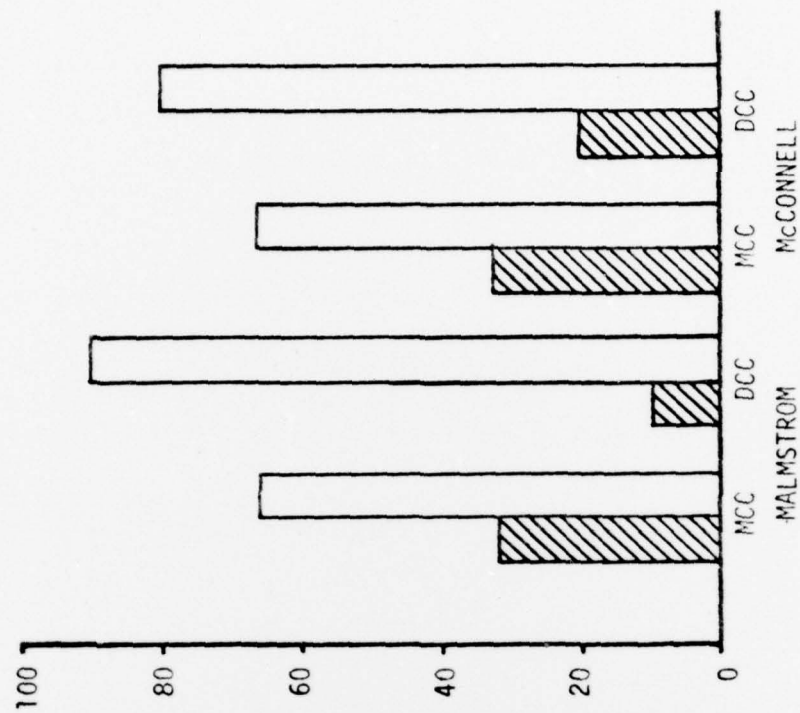
Q #20



PRESENT ATTITUDE TOWARD AIR FORCE

Q #18

CAS - I

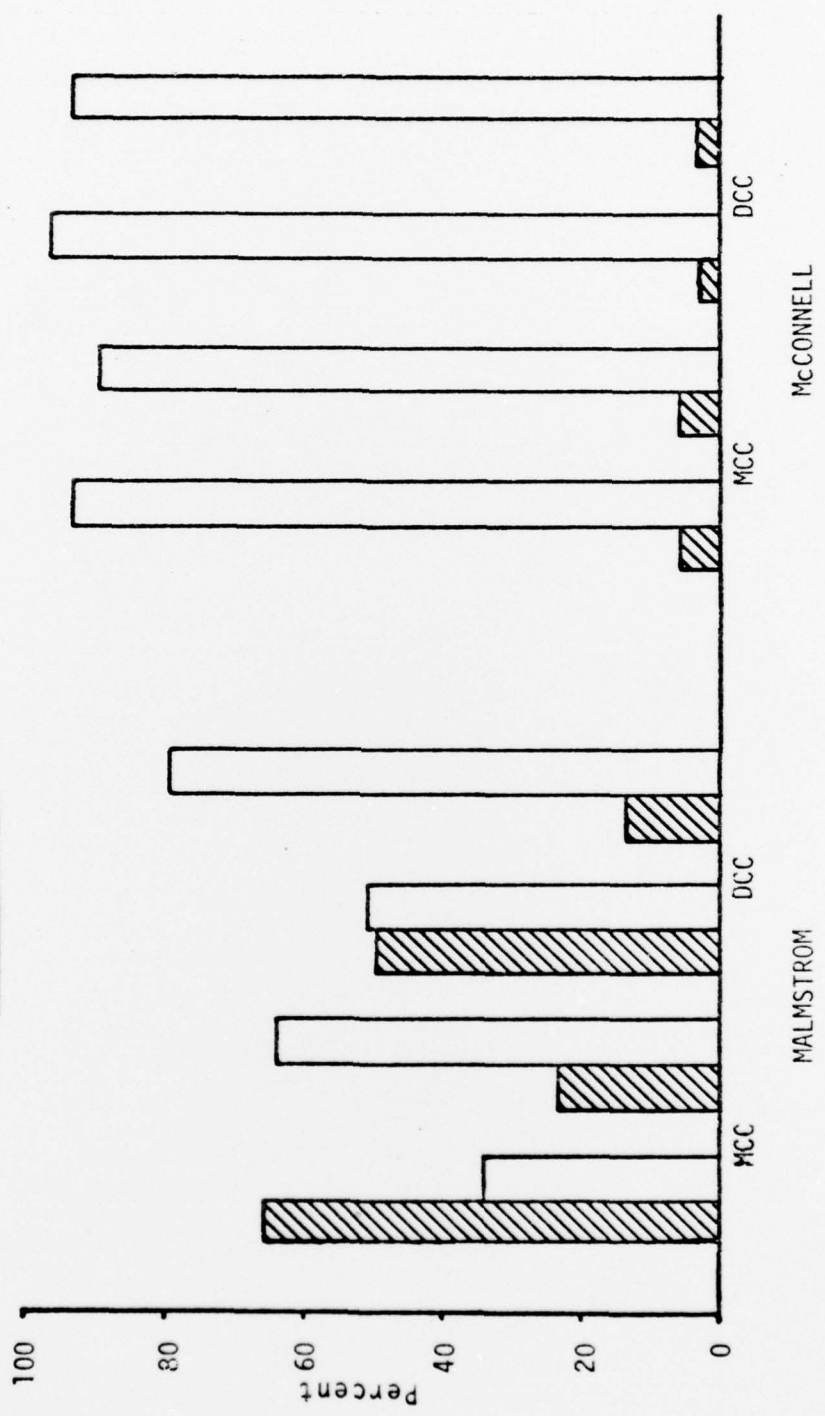


ATTITUDE CHANGES SINCE ENLISTMENT

Q #19

CAS - I

On Base
Off Base
On Base
Off Base



PREFERRED QUARTERS

Q #5 & 6 CAS - I

RESPONSES TO THE CAREER APTITUDE SURVEY
FROM
OFFICERS SERVING ON TITAN AND MINUTEMAN MISSILE CREWS

QUESTION	MALMSTROM		McCONNELL	
	Missile Crew Comm.	Deputy Crew Comm.	Missile Crew Comm.	Deputy Crew Comm.
1. What is your marital status?				
a. Married	90.3%	66.7%	76.2%	62.9%
b. Single	6.5%	33.3%	15.9%	37.1%
c. Engaged	0.0%	0.0%	3.2%	0.0%
d. Separated	0.0%	0.0%	0.0%	0.0%
e. Divorced	3.2%	0.0%	4.7%	0.0%
2. Marital status at time of enlistment?				
a. Married	41.9%	38.6%	49.2%	48.6%
b. Single	53.2%	54.4%	47.6%	45.7%
c. Engaged	4.8%	5.3%	3.2%	5.7%
d. Separated	0.0%	0.0%	0.0%	0.0%
e. Divorced	0.0%	1.7%	0.0%	0.0%
3. Has being in the Air Force affected your marriage plans?				
a. No effect	85.7%	81.8%	82.2%	88.2%
b. Delayed your marriage	9.5%	11.4%	8.1%	8.8%
c. Hastened your marriage	4.8%	6.8%	9.7%	3.0%
4. How many children do you have?				
a. None	16.1%	63.2%	47.6%	88.6%
b. One	27.4%	28.1%	38.1%	11.4%
c. Two	32.3%	7.0%	12.7%	0.0%
d. Three or more	24.2%	1.7%	1.6%	0.0%
5. Do you live on base or off base?				
a. On base	66.1%	49.1%	6.4%	2.9%
b. Off base	33.9%	50.9%	93.6%	97.1%
6. Would you prefer to live on or off base?				
a. On base	24.2%	14.0%	6.3%	2.9%
b. Off base	64.5%	79.0%	88.9%	94.2%
c. It makes no difference	11.3%	7.0%	4.8%	2.9%
7. What would be your parent's attitude if you decided to make the Air Force a Career?				
a. Not applicable	24.2%	8.8%	14.3%	40.0%
b. Extremely pleased	22.6%	33.3%	20.6%	20.0%
c. Somewhat pleased	43.5%	43.9%	38.1%	25.7%
d. Somewhat displeased	9.7%	14.0%	25.4%	14.3%
e. Extremely displeased	0.0%	0.0%	1.6%	0.0%

QUESTION	MALMSTROM		McCONNELL	
	Missile	Deputy	Missile	Deputy
	Crew	Crew	Crew	Crew
	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>
8. What would be your wife's attitude if you decided to make the Air Force a Career?				
a. Not applicable	21.0%	35.1%	30.2%	37.2%
b. Extremely pleased	21.0%	12.3%	7.9%	5.7%
c. Somewhat pleased	45.1%	24.6%	25.4%	25.7%
d. Somewhat displeased	9.7%	21.0%	27.0%	25.7%
e. Extremely displeased	3.2%	7.0%	9.5%	5.7%
9. Who, beside yourself, has most influenced your decision about a career in the Air Force?				
a. Wife	23.0%	24.6%	3.4%	21.4%
b. Family	8.2%	15.8%	21.4%	14.3%
c. Supervisor	1.6%	7.0%	17.9%	14.3%
d. Friends	13.1%	14.0%	19.6%	39.3%
e. Retention officer	0.0%	0.0%	1.8%	3.6%
f. No One	54.1%	38.6%	8.9%	7.1%
10. What would be your civilian friends' attitudes if you decided to make the Air Force a career?				
a. Extremely pleased	0.0%	0.0%	0.0%	0.0%
b. Somewhat pleased	11.7%	3.5%	3.2%	5.7%
c. Neutral	76.8%	79.0%	76.2%	65.7%
d. Somewhat displeased	11.7%	14.0%	17.4%	22.9%
e. Extremely displeased	0.0%	3.5%	3.2%	5.7%
11. What would be your Military friends' attitudes if you decided to make the Air Force a career?				
a. Extremely pleased	8.1%	8.8%	7.9%	5.7%
b. Somewhat pleased	30.6%	28.1%	28.6%	17.1%
c. Neutral	58.1%	52.6%	50.8%	68.6%
d. Somewhat displeased	3.2%	8.8%	12.7%	8.6%
e. Extremely displeased	0.0%	1.7%	0.0%	0.0%
12. How much respect do civilians have for military personnel?				
a. A great deal	4.9%	1.8%	1.6%	0.0%
b. Some	52.5%	49.1%	53.2%	47.1%
c. Little	37.7%	45.6%	33.9%	44.1%
d. None	4.9%	3.5%	11.3%	8.8%
13. Were you promised any specialized training when you first came in the Air Force?				
a. Yes	43.5%	50.9%	47.6%	42.9%
b. No	56.5%	49.1%	52.4%	57.1%

QUESTION	MALMSTRON		McCONNELL	
	Missile Crew Comm.	Deputy Crew Comm.	Missile Crew Comm.	Deputy Crew Comm.
14. Did you get that training?				
a. Yes	30.6%	43.9%	44.4%	50.0%
b. No	12.9%	7.0%	55.6%	50.0%
c. N/A	56.5%	49.1%	0.0%	0.0%
15. Of what value was your Air Force technical training in preparing you to perform well on your job?				
a. Very high	9.7%	29.8%	11.1%	8.6%
b. High	45.2%	31.6%	31.7%	20.0%
c. Average	24.2%	28.1%	39.7%	42.8%
d. Low	14.5%	3.5%	11.1%	14.3%
e. Very low	6.4%	7.0%	6.4%	14.3%
16. At the time of your enlistment, what were your intentions concerning a career in the Air Force?				
a. Intended to make a career of the Air Force	33.9%	28.6%	22.2%	14.3%
b. Did not intend to make a career of the Air Force	21.0%	16.1%	27.0%	20.0%
c. Had a "wait and see" attitude	45.1%	55.3%	50.8%	65.7%
17. If you had it to do over again, which of the services would you join?				
a. Air Force	75.4%	61.4%	68.2%	64.7%
b. Army	3.3%	5.3%	1.6%	0.0%
c. Navy	11.5%	15.8%	28.6%	29.4%
d. Marines	1.6%	1.8%	1.6%	0.0%
e. Coast Guard	4.9%	3.5%	0.0%	5.9%
f. None-would have waited to be drafted	3.3%	5.3%	0.0%	0.0%
g. None-would have refused induction	0.0%	7.0%	0.0%	0.0%
18. What is your attitude about the Air Force at this time?				
a. Very positive	16.1%	12.3%	20.6%	11.4%
b. Somewhat positive	43.6%	26.3%	41.3%	37.2%
c. Not sure	12.9%	19.3%	11.1%	20.0%
d. Somewhat negative	25.8%	26.3%	15.9%	25.7%
e. Very negative	1.6%	15.8%	11.1%	5.7%
19. Overall, would you say that your opinion of the Air Force has gone up or down since you came into the Air Force?				
a. Gone down a lot	21.0%	29.8%	20.6%	17.7%
b. Gone down somewhat	30.6%	36.8%	25.4%	38.2%
c. Gone down just a little	16.1%	22.8%	20.6%	23.5%
d. Gone up just a little	12.9%	3.5%	12.7%	5.9%
e. Gone up somewhat	12.9%	5.3%	17.5%	8.8%
f. Gone up a lot	6.5%	1.8%	3.2%	5.9%

QUESTION	MALMSTROM		McCONNELL	
	Missile	Deputy	Missile	Deputy
	Crew	Crew	Crew	Crew
	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>
20. Do you think that you would have come into the military service even if there had not been a draft?				
a. Yes	56.5%	56.1%	39.7%	28.6%
b. No	25.8%	22.8%	49.2%	40.0%
c. Not sure	17.7%	21.1%	11.1%	31.4%
21. Has Air Force life been better or worse than you expected it to be?				
a. Better	27.4%	17.5%	33.9%	27.3%
b. Worse	29.0%	45.6%	21.0%	30.3%
c. About the way I thought it would be	43.6%	36.9%	45.1%	42.4%
22. Do you think you have progressed as well in the Air Force as you expected?				
a. Better than I expected	14.5%	17.5%	19.0%	15.6%
b. About the same as I expected	59.7%	54.4%	65.1%	59.4%
c. Not as well as I expected	25.8%	28.1%	15.9%	25.0%
23. Do you think your military service has been:				
a. A valuable experience	50.0%	21.0%	34.9%	26.5%
b. A waste of time	1.6%	8.8%	11.1%	5.9%
c. A little of both	48.4%	70.2%	54.0%	67.6%
24. How much social distance exists between officers and enlisted men?				
a. A great deal	43.5%	45.6%	20.6%	23.5%
b. Some	45.2%	43.9%	65.1%	52.9%
c. Little	9.7%	8.8%	9.5%	23.5%
d. None	1.6%	1.7%	4.8%	0.0%
25. How much social distance exists between career personnel and "first termers"?				
a. A great deal	19.3%	15.8%	29.0%	24.2%
b. Some	33.9%	43.9%	51.6%	54.5%
c. Little	35.5%	33.3%	14.5%	15.2%
d. None	11.3%	7.0%	4.9%	6.1%
26. Have the working conditions in the Air Force been as acceptable as those you would have anticipated in civilian employment?				
a. Definitely yes	8.1%	12.3%	6.4%	11.8%
b. Probably yes	29.0%	14.0%	23.8%	14.7%
c. Uncertain	14.5%	14.0%	14.3%	20.6%
d. Probably no	32.3%	24.6%	22.2%	32.3%
e. Definitely no	16.1%	35.1%	33.3%	20.6%

QUESTION	MALMSTROM		McCONNELL	
	Missile	Deputy	Missile	Deputy
	Crew	Crew	Crew	Crew
	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>
27. How would you say that your chances for economic advancement within the Air Force compare to your chances for economic advancement in civilian life?				
a. Better	14.5%	24.6%	22.2%	38.3%
b. Equal	42.0%	19.3%	42.9%	17.6%
c. Worse	29.0%	36.8%	25.4%	26.5%
d. Don't know	14.5%	19.3%	9.5%	17.6%
28. In your opinion, how does the rate of promotion in the military service compare with advancement in a civilian occupation?				
a. Better	8.1%	21.1%	23.8%	23.5%
b. Equal	30.6%	19.3%	41.3%	20.6%
c. Worse	37.1%	29.8%	27.0%	38.2%
d. Don't know	24.2%	29.8%	7.9%	17.7%
29. Do you feel that your OER/APRS truly measures your performance relative to your co-workers?				
a. Yes	11.3%	12.3%	7.9%	11.4%
b. No	85.5%	80.7%	84.2%	71.4%
c. Uncertain	3.2%	7.0%	7.9%	17.2%
30. What role do you think the OER/APR plays in the promotion decision?				
a. Very important	79.0%	64.9%	67.7%	57.1%
b. Somewhat important	16.1%	29.8%	14.5%	20.0%
c. Somewhat unimportant	0.0%	0.0%	3.2%	2.9%
d. Not important	1.6%	1.8%	6.5%	2.9%
e. Don't know	3.2%	3.5%	8.1%	17.1%
31. Do you feel that your superiors have been in a position to make fair and accurate judgement of your abilities?				
a. Yes	35.5%	42.1%	40.3%	25.7%
b. No	56.4%	42.1%	37.1%	31.4%
c. Uncertain	8.1%	15.8%	22.6%	42.9%
32. What was the last grade you finished in school prior to coming into the Air Force?				
a. Grade School	0.0%	0.0%	0.0%	3.0%
b. Junior high	0.0%	0.0%	0.0%	0.0%
c. High school	8.1%	1.8%	3.2%	0.0%
d. College	79.0%	87.7%	75.8%	88.2%
e. Graduate School	12.9%	10.5%	21.0%	8.8%

QUESTION	MALMSTROM		McCONNELL	
	Missile	Deputy	Missile	Deputy
	Crew	Crew	Crew	Crew
	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>
33. Have you had any further formal education since you have been in the Air Force?				
a. None	9.7%	24.6%	45.2%	76.5%
b. High school level	0.0%	0.0%	0.0%	0.0%
c. College level	8.0%	7.0%	4.8%	5.9%
d. Graduate level	82.3%	68.4%	50.0%	17.6%
34. Do you have any plans for further education?				
a. No plans	11.3%	3.5%	26.2%	11.4%
b. Finish high school	0.0%	0.0%	0.0%	0.0%
c. Vocational training	0.0%	0.0%	0.0%	2.9%
d. Finish College	1.6%	0.0%	1.7%	0.0%
e. Finish Graduate or professional school	87.1%	96.5%	72.1%	85.7%
35. Have you investigated the educational benefits available in the Air Force?				
a. Yes	98.4%	100.0%	91.9%	88.2%
b. No	1.6%	0.0%	8.1%	11.8%
36. Do you feel that the opportunities for advancing your education in the Air Force are:				
a. Excellent	56.5%	49.1%	30.6%	28.5%
b. Good	38.7%	43.9%	35.5%	42.9%
c. Adequate	1.6%	3.5%	22.6%	22.9%
d. Poor	3.2%	3.5%	11.3%	5.7%
37. Do you think that you could get as good a job in civilian life as you have in the Air Force?				
a. Yes	62.9%	80.7%	76.2%	74.3%
b. No	14.5%	5.3%	9.5%	11.4%
c. Not sure	22.6%	14.0%	14.3%	14.3%
38. Do you think you would have as much responsibility in a civilian job?				
a. More	38.7%	43.9%	41.3%	37.1%
b. Less	35.5%	36.8%	22.2%	28.6%
c. Not sure	25.8%	19.3%	36.5%	34.3%
39. Do you think that you have better opportunities for promotion in the Air Force than you would have outside the Air Force?				
a. Better in the Air Force	14.5%	17.5%	17.7%	29.4%
b. Better as a civilian	33.9%	40.4%	38.7%	41.2%
c. About the same	51.6%	42.1%	43.6%	29.4%
40. How do you rate your chances for promotion in the Air Force?				
a. Very good	19.3%	21.4%	24.2%	26.5%
b. Good	46.8%	62.5%	53.2%	38.2%
c. Fair	24.2%	10.7%	16.1%	35.3%
d. Poor	9.7%	5.4%	6.5%	0.0%

QUESTION	MALMSTROM		McCONNELL	
	Missile	Deputy	Missile	Deputy
	Crew	Crew	Crew	Crew
	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>
41. How do you think the fringe benefits found in civilian employment compare with the benefits in the Air Force?				
a. Better	14.5%	14.0%	9.5%	14.3%
b. Same	29.0%	14.0%	23.8%	5.7%
c. Worse	51.6%	58.0%	61.9%	62.9%
d. Not sure	4.9%	14.0%	4.8%	17.1%
42. Do you care whether or not you are a good Airman/Officer?				
a. Yes, I care a lot	93.5%	80.7%	73.0%	61.3%
b. Yes, I care some	6.5%	15.8%	23.8%	38.7%
c. No, I don't care very much	0.0%	3.5%	1.6%	0.0%
d. No, I don't care at all	0.0%	0.0%	1.6%	0.0%
43. Are you satisfied with your current duty station?				
a. Yes, very much	30.7%	21.0%	1.6%	2.9%
b. Yes, generally	40.3%	42.1%	39.7%	48.6%
c. Not particularly	17.7%	24.6%	36.5%	31.4%
d. No, dislike location	11.3%	12.3%	22.2%	17.1%
44. Are you satisfied with your present job?				
a. Yes, very much	4.8%	3.5%	3.2%	5.7%
b. Yes, generally	37.1%	28.1%	28.6%	45.7%
c. Not particularly	32.3%	29.8%	36.5%	28.6%
d. No, not at all	25.8%	38.6%	31.7%	20.0%
45. Do you think that if a man were placed in the wrong kind of job in the military service, his superiors would do their best to help him get changed into a more suitable one?				
a. Most superiors would help	4.8%	5.3%	11.1%	6.1%
b. About half the superiors would help	17.8%	12.3%	6.4%	6.1%
c. Less than half the superiors would help	29.0%	24.5%	31.7%	39.4%
d. Most superiors would take no action	48.4%	57.9%	50.8%	48.4%
46. Would a guaranteed change in job assignment affect your career decision?				
a. Yes	50.0%	54.4%	46.0%	54.2%
b. No	40.3%	21.0%	34.9%	22.9%
c. Uncertain	9.7%	24.6%	19.1%	22.9%
47. How does your wife feel about the moving associated with military assignments				
a. Not applicable	9.9%	33.9%	25.4%	40.0%
b. Enjoys moving very much	16.4%	14.3%	9.5%	5.7%
c. Does not mind moving	39.3%	26.8%	31.8%	22.9%
d. Would rather not move	29.5%	21.4%	20.6%	22.9%
e. Objects very much to moving	4.9%	3.6%	12.7%	8.5%

QUESTION	MALMSTROM		McCONNELL	
	Missile	Deputy	Missile	Deputy
	Crew Comm.	Crew Comm.	Crew Comm.	Crew Comm.
48. When your present term of service is up, do you think that you will stay in the Air Force?				
a. Definitely will	37.1%	7.0%	19.4%	5.8%
b. Probably will	35.5%	26.3%	14.5%	20.0%
c. Not sure	16.1%	22.8%	30.6%	37.1%
d. Probably will not	9.7%	22.8%	6.5%	17.1%
e. Definitely will not	1.6%	21.1%	29.0%	20.0%
49. Why did you choose the Air Force over the other services?				
a. Other choices are not available	8.1%	21.0%	19.0%	11.4%
b. Less BS./"Best" Service	43.5%	36.8%	36.5%	42.9%
c. Avoid Draft/Higher Survival Factor	6.5%	10.5%	17.5%	17.1%
d. Educational	4.8%	8.8%	6.4%	2.9%
e. Personal Reasons/Recommendation	9.7%	14.0%	4.8%	11.4%
f. Tech. Training/Orientation	8.1%	17.5%	6.4%	8.6%
g. Travel	3.2%	0.0%	1.6%	5.7%
h. Flying	21.0%	21.0%	14.3%	14.3%
i. No response/not comprehensible	6.5%	3.5%	0.0%	0.0%
50. Were those reasons fulfilled?				
a. Yes	16.1%	3.5%	6.4%	22.8%
b. No	37.1%	49.1%	47.6%	34.3%
c. Some were/some were not	19.4%	31.6%	19.0%	20.0%
d. Most were	24.2%	12.3%	0.0%	0.0%
e. Most were not	3.2%	3.5%	0.0%	0.0%
f. Other	0.0%	0.0%	27.0%	22.9%
51. What do you feel are the most important factors for rapid advancement in the Air Force?				
a. Job Knowledge/Job Performance	21.0%	24.6%	20.6%	20.0%
b. Success on SKT & PFE tests	1.6%	0.0%	0.0%	0.0%
c. Good APR's/OER's	22.6%	24.6%	20.6%	11.4%
d. Education	12.9%	14.0%	6.3%	2.9%
e. TIG, TIS/Just wait	0.0%	0.0%	1.6%	2.9%
f. Good attitude/Keep nose clean	9.7%	21.0%	9.5%	34.3%
g. Brown nose/Politics	48.0%	47.4%	49.2%	48.6%
h. Luck/Right place at the right time/right career field	45.2%	29.8%	19.0%	5.7%
i. Initiative/work	6.5%	14.0%	12.7%	5.7%
j. No response/Not comprehensible	4.8%	1.8%	0.0%	0.0%

QUESTION	MA MASTROM		McCONNELL	
	Missile	Deputy	Missile	Deputy
	Crew	Crew	Crew	Crew
	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>	<u>Comm.</u>
52. In your opinion, what changes will the military have to make in order to retain the highest caliber of personnel?				
a. Get rid of "dead wood"	16.1%	7.0%	7.9%	11.4%
b. Improve communication & organization	30.6%	28.1%	25.4%	28.6%
c. Better job placement/ use prior skills	8.1%	7.0%	6.4%	2.9%
d. Improve promotions/link productivity	22.6%	15.8%	15.9%	11.4%
e. Be more "military"	8.1%	3.5%	1.6%	2.9%
f. Less "Mickey Mouse"/ESP (Haircuts, Inspections)	56.5%	71.9%	39.7%	37.1%
g. More pay	6.5%	10.5%	11.1%	17.1%
h. Increase Job Satisfaction	17.7%	22.8%	17.5%	8.6%
i. More stablelized tours	1.6%	1.7%	4.8%	11.4%
j. No Response/not comprehensible	4.8%	3.5%	0.0%	0.0%
53. When (what point in time) did you make your decision about the Air Force as a career?				
a. Before enlistment	9.7%	36.8%	11.1%	11.4%
b. 0-1 years	19.4%	19.3%	1.6%	25.7%
c. 1-2 years	6.5%	14.0%	9.5%	5.7%
d. 2-3 years	3.2%	8.8%	14.3%	0.0%
e. 3-4 years	9.7%	8.8%	9.5%	0.0%
f. 4-6 years	14.5%	3.5%	3.2%	0.0%
g. After 1st re-enlistment	9.4%	1.7%	3.2%	0.0%
h. After trying civilian life	3.2%	0.0%	0.0%	0.0%
i. No Response/Undecided	9.7%	0.0%	0.0%	0.0%
54. List all of the occupational positions you could reasonably expect to obtain in civilian life upon discharge with your present level of education, job training and experience.				
0. No response/none until more education is obtained	37.1%	28.1%	23.8%	34.3%
1.	1.6%	0.0%	15.9%	8.6%
2.	6.5%	8.8%	23.8%	25.7%
3.	4.8%	10.5%	6.3%	14.3%
4.	9.7%	12.3%	12.7%	11.4%
5.	4.8%	3.5%	6.3%	5.7%
6.	14.5%	15.7%	4.8%	0.0%
7.	0.0%	1.8%	4.8%	0.0%
8.	8.1%	7.0%	0.0%	0.0%
9.	12.9%	12.3%	1.6%	0.0%

*On questions #49, 51 & 52 multiple responses were requested if applicable and, therefore, the total response in each group do not total 100%

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Reenlistment Career Minuteman Crews Attitudes Commitment Dead Wood Morale Wife's Influence Mickey Mouse Identification Titan Crews Communications		
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<p>The author describes here the results from the Career Attitude Survey, a new instrument to measure the relevant considerations which enter into the reenlistment decision. The instrument was administered to Missile Wing Operations Crew Officers at both McConnell and Malmstrom Air Force Bases. Crew Commanders and Deputy Commanders from the Minuteman base were quite close in their responses. The Titan crew officers were much more disparate in their responses, indicating</p> <p>(Cont'd on reverse)</p>		

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a higher discrepancy in morale and positiveness toward the Air Force. Other studies have indicated that the Deputy Crew Commander in a Titan crew is unchallenged and feels redundant. These data seem to confirm these indications.

In general, the responses from all samples were positive, indicating a greater level of commitment than might have been expected. The results should not be generalized to other Missile men or to the Air Force as a whole. Missile Crew Officers are usually better trained and feel more needed than do their counterparts in some other non-flying phases.

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